

The City of Sacramento

The Library for North Natomas

Sacramento Public Library

Plan of Service

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Sacramento Public Library**

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I. Executive Summary

The Plan of Service for the Library for North Natomas is the result of community needs assessments undertaken in September of 2002 and December 2003. Services described here are tailored to meet the expressed needs of the community and the students and faculty of Inderkum High School and the American River College Natomas Center. Further, they reflect the cooperative planning with the Natomas Unified School District and Los Rios Community College District. The Plan of Service is compatible with, and fully supported by, the Sacramento Public Library's strategic plan—*The Library's Future: Master Plan 2000*.

Implementation of the Plan of Service depends on construction of the Library for North Natomas facility, as no public library currently exists in or near the North Natomas Community.

The City of Sacramento, the Sacramento Public Library Authority, the Natomas Unified School District, and the Los Rios Community College District have proposed a new, 23,000 square foot library for the community of North Natomas, the fastest growing section of the City of Sacramento, with a November 2003 population of 21,000 and a projected population of 62,549 by the year 2020.

North Natomas is a unique suburban development. The *North Natomas Community Plan* was guided by principles of the New Urban Movement, including a commitment to mixed-use facilities, a walkable community, access to mass transit and a "town center" where residents can enjoy shared public services, and where the public library will serve as a civic anchor. In keeping with the mixed-use principles upon which North Natomas was developed, it was decided to create a shared library facility, with joint-use by all three *Education Complex* agencies.

From initial concept to current proposal, the Library for North Natomas has been developed as a joint-use facility, to be co-located with the new Inderkum High School. The Library will also serve the needs of community college students and faculty of the co-located American River College Natomas Center. Sacramento Public Library will be the lead operating agency for the proposed Library for North Natomas, staffing, operating, and maintaining the facility

This document explicates eight specific service roles for the Library for North Natomas that are clearly derived from the Community Needs Assessment. In general, the library will strive to meet the broad, lifelong educational needs of the community as a whole, and the more specific educational needs of the students of Inderkum High School, and American River College Natomas Center.

This includes substantial collections in print, electronic and audiovisual formats, as well as spaces specifically designed to facilitate certain types of use, and hours, staffing, and technology to support the library's achievement of the service roles defined in this *Plan of Service*.

The Plan of Service will offer the entire community a variety of services to meet needs identified through the community needs assessment. This rigorous process combined with the joint-use partnership for this co-located library facility has resulted in this Plan of Service. The plan is directly targeted to meet the needs of the community and the students and faculty of the partner organizations resulting in a library that is substantially and significantly better than what would have been provided with each party acting alone.

The Library for North Natomas will offer:

- **Information services**, organized around collections, electronic access and reference service, will be provided to assist members of the community to locate information pertaining to formal curriculum support, personal information and reference needs, and lifelong learning for adults and seniors. Branch staff, with specialized skills, will work with library users of all ages to find answers to their questions, and to teach technology and information literacy so that users are increasingly enabled as independent library users.
- **Collections** that support reading readiness, formal curricula for students, the lifelong learning activities of adults and seniors, and that satisfy the demand for popular materials. An up-to-date selection of materials will be available in print, audiovisual and electronic formats, and electronic resources will be accessible both on-site and remotely.
- A **sophisticated electronic infrastructure and computing technology** that will be central to many services offered by the Library including formal curriculum support, lifelong learning support for adults and seniors, and the role as an information commons. On-site, there will be a generous number of computer workstations, as well as data access for users who will bring their own hand-held wireless computing devices to the Library. Specialized technology-based spaces will be provided to meet the needs of the entire service community. These spaces will be used for group meetings and training sessions, and to teach information literacy.
- **Spaces** supporting services through defined interior zones—an acoustically separate children's area for young children, a generous teen area, a distinctive adult area, shared rooms conducive to both quiet and collaborative study, an interactive reference area adjacent to electronic and print resources, and a shared community multi-purpose meeting and program room for training, distance learning, videoconferencing, community sponsored meeting and events, and library sponsored programs of interest to all service area age groups.

II. Mission Statements

The City of Sacramento Mission Statement



Mission Statement

The City of Sacramento's mission is to protect, preserve and enhance the quality of life for present and future generations.

Vision Statement

Sacramento will be the city of choice to live, learn, work and play.

Goals

Enhance and preserve the neighborhoods.

Establish and strengthen community and regional partnerships to enhance the quality of life.

Preserve and expand the arts, culture, open space, urban forest, parks, and recreation opportunities.

Retain, attract and develop a highly qualified and diverse City workforce and implement organizational improvements.

Enhance educational Opportunities for the entire community.

Promote and support economic vitality.

Improve and diversify the transportation system.

Sacramento Public Library Mission Statement

SACRAMENTO PUBLIC LIBRARY

Vision — To be the best source of knowledge and information that enriches and empowers all people of our community.

Mission — To provide open access to diverse resources and ideas that inspire learning, promote reading, and enhance community life.

— Values —

Integrity ♦ We act in an honest and trustworthy manner.

Respect ♦ We treat everyone with courtesy and with respect for their individual qualities.

Caring ♦ We care about our community.

Fun ♦ We share a sense of enjoyment and excitement in doing the work that we do.

Excellence ♦ We strive to meet the highest standards and take pride in the quality of our services.

— Goals —

To ensure that residents of our diverse communities have access to high quality library services.

To provide exemplary customer service.

To be an organization where employees feel valued.

To foster a cooperative environment that develops staff potential through training and education.

To maximize public and private financial resources and support for the Library.

To be a progressive provider of information technology.

To define and employ the best methods for all our endeavors.

STRATEGIC PLAN

MISSION STATEMENT

The Natomas Unified School District ensures that all students learn how to learn and become confident and skillful at:

- -getting along with themselves and others
- -analyzing and solving problems
- -making ethical decisions
- -communicating effectively

OBJECTIVES

The District will see an improvement in results from multiple measures that collectively indicate that students are learning how to learn.

All students will meet or exceed grade/age level expectations for communicating effectively and solving problems.

The District will see a ___% reduction in the behaviors that result in the rate of citations, referrals, suspensions, Student Attendance Review Board actions and expulsions.

The District will see a decrease in the drop-out rate and an increase in the rate of Natomas students graduating from Natomas Unified School District.

75% of respondents (students, former students, parents, employers, higher education personnel) will indicate that the District has met the criteria established in the Mission Statement.

CORE VALUES

We Believe That:

Achievement of excellence requires hard work, commitment and personal growth.

Diversity is a strength.

The community and school district succeed together.

Learning is developed through personal relationships, prior knowledge and experiences.

Expecting excellence, encourages excellence.

A connected, caring community is created by acts of celebration.

The quality of our District is based on the quality of our relationships.

Reading, writing and mathematics are essential skills for learning.

STRATEGIES

STRATEGY ONE

We will improve instruction by equipping staff with the tools and skills to meet the objectives to model our core values.

STRATEGY TWO

We will implement student-centered support systems to ensure the success of all students.

STRATEGY THREE

We will establish and strengthen positive relationships among students, staff, parents and community.

STRATEGY FOUR

We will implement means to more effectively and consistently communicate information, increase public awareness and solicit public support.

American River College Vision, Philosophy and Mission

Our Vision

American River College is a quality learning community that transforms and enriches people's lives.

Our Philosophy - We believe:

- Students are the reason we are here; their education is our primary responsibility.
- Education plays an essential role in cultivating critical and creative thinking, and in fostering responsible citizenship.
- We must encourage students to recognize that learning can be a rewarding lifelong process.
- The college is a community in which every person is capable of growth in a familial atmosphere of mutual respect and trust.
- A wide diversity of cultures and opinions enriches our community and adds significantly to the transmission of a shared body of knowledge.
- The college serves as a resource for improving the life and culture of the greater community.
- We must assess our institutional effectiveness and use our resources to continually improve our programs and services.

Our Mission – American River College will:

- Serve all students who are capable of benefiting from community college instruction.
- Introduce students to those broad areas of human knowledge and understanding that contribute to purposeful and meaningful lives as members of a global community.
- Prepare students to transfer to a four-year institution.
- Provide education and training to prepare students for employment or to enhance career skills.
- Provide remedial education.
- Provide instruction in English as a second language for non-native speakers.
- Recognize student achievement through awarding certificates and degrees.
- Offer opportunities for lifelong learning and continuing education.
- Provide counseling and other support services to help students identify their goals and achieve their potential.
- Maintain an educational environment that respects and accommodates a diversity of individual backgrounds, abilities, interests and opinions.
- Work in partnership with students, business, the community, government, and other schools to foster community and economic development.

Approved by ARC President Marie B. Smith on 10-17-01.

Natomas Unified School District Library/Media Program Mission

The mission of the Natomas Unified School District Library/Media Program is to produce self-confident, productive, responsible and ethical lifelong learners by providing relevant resources in a variety of formats to meet the diverse needs of all students and staff as they become effective users of ideas and information.

—*Natomas Unified School District*

Library for North Natomas Mission Statement

The joint-use Library for North Natomas will be a resource for improving the life, cultural and educational experience of the greater community, including the students of Inderkum High School and the American River College Natomas Center at the North Natomas Town Center Education Complex. It will provide quality library service, foster respect for diversity of cultures and opinions and encourage an appreciation of lifelong learning.

—*Project Advisory Committee*

III. Goals and Objectives

A. Library Roles

The following roles for the Library for North Natomas, identified through the 2002 & 2003 North Natomas Community Needs Assessment process, directly support the strategic directions in the Sacramento Public Library jurisdiction-wide strategic plan—*The Library's Future: Master Plan 2000*. This plan of service, in addition to the space needs assessment portion of the *Community Needs Assessment*, will inform planners working on the development of the conceptual plan to ensure that the design of the building spaces will facilitate implementation of this *Plan of Service*. Following construction, this *Plan of Service* along with the *Joint Use Cooperative Agreement*, and the *Sacramento Public Library Public Service and Operations Manual* will serve as guides for operations.

1.Responsive Library Hours, Services, and Collections

Provide open hours, library services, and collections to students and community users that correspond to their preferences and usage patterns.

2.General Information & Reference Services

Provide general information, reference services, and collections, on-site and remotely, to meet student and community needs for day-to-day information on a broad array of topics related to work, school, and personal life.

3. Reading Readiness

Provide collections, technology, activities, programming, instruction, spaces and qualified staff to assist pre-schoolers and their families/caregivers with reading readiness and reading practice. Promote language/literature exposure and the joy of reading for young children, improve reading readiness and preparation for academic success in primary grades.

4. Formal Curriculum Support and Services

Emphasize collections, in a variety of formats, that directly and indirectly support the curricular needs of K-8, high school, and community college students. Provide appropriately equipped classroom and instructional space for classes, technology instruction, hands on teaching of information literacy concepts and skills, videoconferencing, web-casts, and distance learning for these groups. Provide small-group collaborative workspace and quiet study space for students.

5. Lifelong Learning for Adults & Seniors

Serve as the primary community resource for the pursuit of self-directed personal growth by providing broad collections, programming, technology, and classes to satisfy intellectual curiosity and development.

6. Popular Materials

Ensure that all North Natomas residents have access to a broad selection of print and non-print media that support the enjoyment of recreational reading/viewing/listening interests, and popular culture.

7. Community Center and Information Commons

Be a community center where people meet to share interests and interact with others in their community by providing; space for community groups to gather, space for community sponsored programs, and space for the display of materials to support the artistic, literary, and cultural interests of the community, and to serve as a physical and virtual clearinghouse for community-based information.

8. Sustainability and Vision

Pursue resources for staff, materials, equipment, technology, and services for the operation of the library to allow it to achieve or exceed its goals and objectives and to grow and develop to meet future needs.

B. Service Goals and Objectives

1.Responsive Library Hours, Services, and Collections

Provide open hours, library services, and collections to the North Natomas community, and the students and faculty of Inderkum High School and the American River College Natomas Center that correspond to their preferences and usage patterns.

Objectives

1. To compile annual usage data, analyze usage patterns, and solicit student, faculty, partner, and community input regarding the most needed open hours of access to the Library for North Natomas and within budgetary guidelines, provide open library service hours that respond to user needs and usage patterns.
2. To compile annual usage data, analyze usage patterns, and solicit student, faculty, and general community input regarding Library services at the Library for North Natomas and schedule appropriately qualified professional staff to effectively meet student and community needs, interests, and preferences.
3. To compile annual usage data, analyze usage patterns, and solicit student, faculty, and general community input regarding the quality and quantity of collections at the Library for North Natomas and modify collection development practices to effectively meet those needs and interests.

Service Indicators:

- Results of an annual customer survey to determine satisfaction with existing hours, staff, services, and collections.

- Number of visitors to the library by open hour and day of the week as part of an ongoing record of library facility usage patterns.
- Results of a Non-user survey to determine what open hours, services, and collections might best accommodate their library needs.
- Results of analysis of collection usage report, turnover rates, reserves list length, wait-times for materials, inter-branch transfer of materials, and new item requests to determine collection development needs.
- Analysis of compilation of customer comment cards.

Response to Community Needs Assessment: During interviews, in community meetings, focus groups, and survey responses, residents noted the importance of having hours, services, and collections that are responsive to actual user needs, patterns, and preferences even in the face of budgetary constraints.

2.General Information & Reference Services

Provide general information, reference services, and collections, on-site and remotely, to meet student and community needs for day-to-day information on a broad array of topics related to work, school, and personal life.

Objectives

1. Provide an on-line catalog with access to the Library for North Natomas collection, and the more than 2,400,000 items available from the collections of Sacramento Public Library and its partner libraries.
2. Develop a collection of print, media and electronic resources to be used by library patrons and library staff to answer informational questions in-person.
3. Explore and develop an implementation plan for on-line delivery of reference service to members of the community via the planned North Natomas Community Intranet.
4. Provide reference staff members who are qualified as public librarians and as school librarians, to assist users with information needs. Schedule reference staffing based on constituent needs/demand. Provide back-up reference service with 24/7 electronic reference and TELIS (Sacramento Public Library's centralized telephone reference service).
5. Operate the reference area of the Library for North Natomas as an interactive space with library staff providing guidance on the use of electronic and print resources. Include a location for a proactive, roving

reference librarian who will move throughout the reference area and other areas of the library providing reference service rather than being stationed at the service desk.

6. Provide back-to-back flat-panel monitors on the reference/information/youth services desk so patrons can observe and learn from staff work, and train staff to view reference transactions as an opportunity to provide patron instruction in searching and information retrieval to promote patron self sufficiency.
7. Provide and promote remote and on-site access to all Sacramento Public Library, American River College Natomas Center, and Inderkum High School electronic resource subscriptions for basic, self-guided research. Develop an expanded collection of electronic databases and collections.
8. Provide on-going formal and informal training opportunities for library reference and information services staff in customer service, research techniques, database use, and reference services to ensure quality provision of general information and reference services.

Service Indicators:

- Results of an annual customer survey to determine satisfaction with the provision of general information and reference services.
- Analysis of vendor provided usage statistics for library's electronic databases.
- Analysis of ongoing record of use of branch reference services to include:
 - Inquiry log—frequency, day of week, time of day, level of success;
 - General nature of the inquiry—e.g. information, course related planning/research, personal research;
 - Mode of communication - e.g. in person, telephone, on-line.
- Annual review and analysis of reference service log by Library Executive Committee to guide decisions regarding staffing, collection development (electronic & print), service format, and service hours.

Response to Community Needs Assessment: Community residents expressed their expectation that the Library for North Natomas be available to meet their day-to-day needs for practical and recreational information, and that information should be available both on-site and on-line. The survey of high school students showed that one of their most common reasons for visiting the library is for reference materials and reference services.

3. Reading Readiness

Provide collections, technology, activities, programming, instruction, spaces and qualified staff to assist pre-schoolers and their families/caregivers with reading readiness and reading practice. Promote language/literature exposure and the joy of reading for young children, improve reading readiness and preparation for academic success in primary grades.

Objectives

1. Collaborate annually with parents and childcare providers serving pre-schoolers, to provide a strong collection of reading readiness and early reading resources to include board books, picture books and beginning readers.
2. Develop and implement a regular schedule of library-sponsored programs for young children, to include regularly scheduled story times, summer reading programs, and special interest activities.

Service Indicators:

- Results of an annual customer survey to determine satisfaction with library reading readiness collections, programming and services.
- Circulation statistics analyzed by statistical category codes.
- Annual meeting with service area educators and child care providers to determine areas of collection success and need.
- Results of analysis of customer comment cards.
- Results of analysis of program evaluation forms.
- Log of children's programs to include:
 - Age group served
 - Attendance
 - Nature of program

Response to Community Needs Assessment: Demographics gathered in the assessment show that many residents live in families with young children and that residents have a higher than average level of education. This suggests that parents and other caregivers will seek material for reading to and reading with young children and will place a high value on reading readiness and preparation for academic success in primary grades.

4. Formal Curriculum Support and Services

Emphasize collections, in a variety of formats, that directly and indirectly support the curricular needs of K-8, high school, and community college students. Provide appropriately equipped classrooms, labs, and instructional space for classes, technology instruction, hands on teaching of information literacy concepts and skills, videoconferencing, web-casts, and distance learning for these groups. Provide small-group collaborative workspace and quiet study space for students.

Objectives

1. Collaborate with school and college faculty and staff to develop sufficient, up-to-date collections of curriculum-related print, media and electronic resources to be used by students at the K-8, high school, and community college level.
2. Promote and provide hosted visits to the library for all interested K-14 classes in the service area, focusing on library orientation and instruction in the use of library collections, on-line resources, and services for the completion of homework assignments.
3. Provide scheduled visits by qualified library staff to school classrooms to promote library services, and train classes in information literacy and technology skills.
4. Provide a print-rich environment for students as they explore various authors and genres and develop a life-long love of reading.
5. Provide dedicated space and expanded electronic collections to support the needs of student and community users who are exploring career options and scholarship availability. Enhance this service through additional collaboration with NUSD and Los Rios Community College District to provide regularly scheduled, on-site career and scholarship assistance from a qualified guidance counselor.
6. Collaborate with faculty to integrate "Information Literacy" instruction with the curriculum at the high school and the community college level, and provide regular instruction sessions taught by qualified library staff or team-taught by library staff and school and college faculty either in the Library for North Natomas or in the school or college classroom.
7. Explore and develop an implementation plan for commercial electronic reserve products for future course reserve services for school and community college resources.
8. Provide a scheduled classroom equipped with videoconference equipment to broadcast and receive courses or content and a mobile wireless laptop lab for students and classes K-14.
9. Include a quiet study area in the branch facility, and enforce expectations for behavior in that area.

10. Include acoustically separate group study spaces where students can collaborate on projects and schoolwork, and where tutors can work privately with students of any age.

Service Indicators:

- Results of an annual customer survey to determine satisfaction with formal curriculum support materials and services for grades K-14.
- Results of formal, annual contact with representative faculty and students at the K-8, high school, and community college levels to determine satisfaction with library curriculum support.
- Number and evaluation of class visits to library, including school, grade, and number of students attending.
- Number of Library staff visits to school and college classrooms and analysis of feedback from students and teachers.
- Usage of Career and Scholarship Center resources.
- Analysis of vendor provided usage statistics for library's electronic databases.
- Circulation statistics analyzed by statistical category codes.
- Usage of computer lab/classroom and multi-purpose program room equipment for scheduled K-14 class visits and/or instruction in technology and information literacy.
- Results of analysis of periodic surveys of use of the quiet study room and the small group workspaces by K-14 students.

Response to Community Needs Assessment:

Community members, school staff and leaders, students and seniors, all spoke of the need for a variety of spaces, designed to meet the needs of a broad range of users. Many mentioned the variety of seating and furnishings needed to correspond with the space and library materials being utilized. Students mentioned the need for quiet and group study areas, significant numbers of computers, training on use, searching, and information literacy.

Goal 5: Lifelong Learning for Adults & Seniors

Serve as the primary community resource for the pursuit of self-directed personal growth by providing broad collections, programming, technology, and classes to satisfy intellectual curiosity and development.

Objectives

1. Develop the Library for North Natomas collections with broad subject coverage, in a variety of formats, to meet the lifelong learning interests of adults and seniors.
2. Using the Library's website as well as on-site opportunities, continuously inform community adults and seniors of library and community services.
3. Provide at least monthly programming that appeals to the needs, interests and schedules of adults and seniors in the community.
4. Provide a well-equipped library computer lab/classroom and qualified library instructors, for monthly community classes to update information literacy skills for adults and seniors.
5. Provide a scheduled classroom equipped with videoconference equipment and a mobile wireless laptop lab to broadcast and receive courses or content for independent and small group adult and senior learners.
6. Include a quiet study area and separate group study spaces in the library where adult and senior learners and community users can collaborate on projects.

Service Indicators:

- Results of an annual customer survey to determine satisfaction with materials, equipment, programming, and services, to support life-long learning for adults and seniors.
- Circulation statistics analyzed by statistical category codes.
- Analyses of system wide shared borrowing patterns.
- Attendance at, and evaluation of, adult programming and information literacy and technology instruction classes.
- Use of the classroom/computer lab and multi-purpose meeting/program room by adults and seniors.
- Results of analysis of customer comment cards.
- Use of the quiet study area and group study spaces by adults and seniors.

Response to Community Needs Assessment: In community meetings, focus groups, and survey responses, residents noted that books and materials

continue to be the highest priority for the library for all groups including adults and seniors. Many survey respondents, stakeholders, and focus group attendees, also mentioned library programming and instructional classes in technology and information literacy as being a highly valued service.

Goal 6: Popular Materials

Ensure that all North Natomas residents have access to a broad selection of print and non-print media that supports the enjoyment of recreational reading/viewing/listening interests, and popular culture.

Objectives

1. Provide multiple copies of popular titles, maintaining a minimum ratio of one copy for every four reserves for all materials.
2. Provide a well-stocked, section for new book browsing for adults with adequate shelf-space for face-out display of most titles and comfortable lounge seating in a prominent location in the library.
3. Provide a designated teen area with a strong focus on regularly updated popular teen materials including magazines, fiction, and graphic novels that is separate from non-fiction, homework materials, and study spaces.
4. Create a targeted merchandising program to highlight selected areas of the collection through different types of displays.
5. Arrange, display and publicize library materials attractively so as to “Market” resources to the community.
6. Promote self-serve holds by placing all holds on easily accessible shelving in the public area.

Service Indicators:

- Results of an annual customer survey to determine satisfaction with the library’s performance providing popular materials in a variety of formats.
- Request fill rate – rate at which request for new materials are satisfied.
- Frequency rate for replenishing displays.
- Circulation rate for new and display materials.
- Circulation statistics analyzed by statistical category codes.

Response to Community Needs Assessment: Many North Natomas residents are well-educated and avid readers, viewers, and listeners of library materials. This goal responds to the community needs assessment finding of a strong demand for multiple copies of popular materials in a variety of formats for adults and teens that are highlighted or displayed in an attractive manner. Further, the avid library users do not want to have to wait to borrow copies of new or popular materials.

Goal 7: Community Center and Information Commons

Be a community center where people meet to share interests and interact with others in their community by providing; space for community groups to gather, space for community sponsored programs, and space for the display of materials to support the artistic, literary, and cultural interests of the community, and to serve as a physical and virtual clearinghouse for community-based information.

Objectives

7. Provide space, equipment, and accommodations for members of the community to meet casually or formally for discussions of shared interests with a goal of two (2) scheduled meetings per week the first year and four (4) meetings per week during the second year.
8. Take a leadership role in helping to define the planned North Natomas Community Intranet and distributing community information via this electronic communications tool, including a local publicity plan for marketing library services and programs.
9. Provide space for the distribution of print information of interest to the North Natomas community.
10. Promote library sponsored programs through the Library's website, the North Natomas Community Intranet, distribution of printed materials, and other appropriate venues.
11. Provide space and equipment to facilitate displays and exhibitions that are of interest to the service community, and schedule such displays on a regular basis with a goal of having displays/exhibits at least monthly by the end of the first year of operation.

Service Indicators:

- Results of an annual customer survey to determine satisfaction with the library's performance as a community center and information commons.
- Results of analysis of Library for North Natomas usage patterns and statistics.

- Demand for, and use of, print and electronic community event information.
- Data from usage logs of the Multi-Purpose Meeting/Program Room and the Public Entrance/Lobby/Gallery space, including scheduled and denied requests, attendance, and purpose.
- Usage of display/exhibit space.
- Usage of display case for community information.
- Number of 'visits' to the Library's web-site via the North Natomas Community Intranet and web-traffic to pages containing North Natomas community information.

Response to Community Needs Assessment: The cooperative, shared nature of the North Natomas Community is well understood by residents, and the desire to see the Library function as a community "Center" was expressed repeatedly in interviews, focus groups, surveys, and community planning meetings. For many respondents, the role of community information clearinghouse and the provision of display and exhibit space to highlight North Natomas talents is a 'natural' role and a priority for the library.

Goal 8: Sustainability and Vision

Pursue resources for staff, materials, equipment, technology, and services for the operation of the library to allow it to achieve or exceed its goals and objectives and to grow and develop to meet future needs.

Objectives

1. Explore and pursue partnerships and grant opportunities to enhance the Library's services and collections beyond the funding provided by the Cooperative Agreement.
2. Foster and encourage the activities of an active "Friends" organization in efforts that will enhance the Library's resources.

Service Indicators:

- Ability of library to meet demand for materials and services.
- Evaluations of success/failure in grant applications and other fund raising efforts.

Response to Community Need Assessment: The community expressed its enthusiasm for a collaborative, shared library facility, and strong interest in

partnerships and mechanisms for continued community support of this valued resource.

IV. Types of Services Offered

The planned Library for North Natomas is substantially and significantly different from what would be provided for the proposed project's clientele if there were no partnership and joint-use agreement among, the City of Sacramento, Sacramento Public Library, Inderkum High School, and the American River College Natomas Center.

Library services resulting from the partnership, as defined in the joint use cooperative agreement, provide a far greater quantity and improved quality of service for the benefit of the citizens of North Natomas and the students and faculty of Inderkum High School and the American River College Natomas Center than would be provided with each party acting individually.

The Natomas Unified School District will provide services above and beyond what it has been able to do at other schools in the District by access to a much larger library collection and providing funding for its first on-site school library media specialist.

The Los Rios Community College is able to enhance its commitment to library services to its students at the American River College Natomas Center beyond what it has been able to do at its other centers where there is no on-site library or library services.

The City of Sacramento will maximize the impact of available funds to construct a new library increasing the size of the original proposed facility from 12,000 square feet to 23,000 square feet as the result of the partnership and state grant funds.

The Sacramento Public Library Authority will maximize the hours of operation, the collections, the library services offered, the programming, the technology, and instruction, as a result of partnership operating funds, so that the library will be open with a substantially larger collection, more staff, and more services, for 15 to 20 more hours per week than comparable branches in the city, with services targeted to meets the needs identified through the Community Needs Assessment.

To accomplish the objectives and reach the goals outlined in section III of this Plan of Service, the Library for North Natomas will offer the following library services to the community.

A. Staffing and Access

The Library for North Natomas will be open six days a week, at 62.5 hours per week when high school and/or community college classes are in session, and 50 hours per week when classes are not in session. Hours will be balanced between early morning, daytime and evening hours to best meet the measured needs of the community within budget limitations.

Hours When High School and/or College Classes are in Session

Monday-Thursday	2 days @ 7:30 a.m.- 8:00 p.m.
Monday-Thursday	2 days @ 7:30 a.m.- 6:00 p.m.
Friday	7:30 a.m. – 5:00 p.m.
Saturday	10:00 a.m. – 5:00 p.m.
Sunday	Closed

Hours When High School and/or College Classes are Not in Session

Monday-Thursday	2 days @ 10:00 a.m.- 8:00 p.m.
Monday-Thursday	2 days @ 10:00 a.m.- 6:00 p.m.
Friday	10:00 a.m. – 5:00 p.m.
Saturday	10:00 a.m. – 5:00 p.m.
Sunday	Closed

4 FTE librarians/media teachers, will staff the Branch—the Branch Supervisor, a Library Media Teacher, a Youth Services (Children's) Librarian and a Young Adult Librarian. Paraprofessional staff will include 3.5 FTE Library Assistants, a full-time 1.0 FTE Circulation Coordinator, and a half-time .5 FTE Library Information Technology Technician. A Sacramento Public Library technology trainer will work with the Library for North Natomas to train library staff and library users.

Shelvers will support library services by shelving books and working on other specific tasks as assigned for a total of 80 hours per week. Library volunteers and student assistants will help in a variety of ways such as mending, preparation of materials for programs, library displays, etc.

All staff will be informed of, and oriented to, the shared vision and cooperative nature of the joint-use, co-located library.

User self-reliance will be encouraged through information literacy teaching and the provision of patron placed reserves, by placing all reserve materials on shelving in the public area, and by providing prominently placed self-checkout equipment.

Staff will be available to work with users to address their service needs during all hours that the Branch is open. There will be two public service points in the

Branch—Circulation Service Desk, and the Information/Reference/Youth Services Desk.

Implementation Plan

The Library will be open the hours listed above with most programming activities occurring during open hours. The library is designed to accommodate use of the Computer Lab/Classroom, the Multi-purpose Meeting/Program Room, and the Lobby/Gallery/Exhibit space when the library is closed.

Implementation Steps Prior to Opening:

Time Frame	Implementation Step
18 months	<ul style="list-style-type: none">• Planning team, including partners, administrative, automation, public service, human resources, and community relations staff established for new library and master timeline of activities developed.
12 months	<ul style="list-style-type: none">• Transfer, or advertise, recruit, select, and hire branch manager.• Library community relations and planning team develop media campaign to promote new library.
10-6 months	<ul style="list-style-type: none">• Transfer, or advertise, recruit, select, and hire for new positions
6-1 months	<ul style="list-style-type: none">• Orient and train new staff• Development of policies and procedures for library• Staff move in and prepare facility and equipment• Plan opening day celebration• Media Campaign launched
Opening Day	<ul style="list-style-type: none">• Open to public!

B. Library Collections

The Library for North Natomas Library will offer collections of books, magazines, electronic resources, videos, DVDs, music CDs, audio books and computer software for children, teens and adults. The library is designed to accommodate up to a total of 138,000 items, with an opening day collection of approximately 60,000 volumes.

Shared borrowing will provide access to the more than 2,400,000 items in the collections of the entire Sacramento Public Library System and its partners through the Library's website, with delivery service between branches.

The collections for the Library for North Natomas will be selected to meet community needs. They will reflect the age, and racial/ethnic diversity of the community, with emphasis placed on broadly educational resources. On-going collection development will be modified as necessary to reflect collection usage patterns once the Library is established. Student-oriented collections will be

developed collaboratively with high school and community college educators in order to support curricula.

Reference Collections will include materials in different formats and quantities to support the informational needs of students and community members including almanacs, atlases, dictionaries, encyclopedias, directories, and biographical materials.

Electronic collections will include access to databases via Sacramento Public Library electronic database subscriptions as well as American River College electronic database subscriptions and Natomas Unified School District electronic database subscriptions to support the needs of community users, students in grades K-8, high school students and community college students.

Nonfiction will include a wide variety of materials on different topics with a variety of viewpoints represented. A strong collection to support formal curriculum for students K-14 and lifelong learning for adults and seniors will be provided.

World language materials will be offered in multiple formats in both children's and adult areas of the library to meet community needs. The need for other languages will be assessed on a regular basis.

Fiction will include a selection of popular fiction and multiple copies of bestsellers. Strong collections of popular genre fiction such as mysteries, romance, and science fiction/fantasy will be included. Multiple copies of fiction to support homework assignments will be included. A separate collection of teen fiction including graphic novels will be housed in a dedicated teen area.

Audiovisual materials are expected to be in high demand at this library, which will offer well-selected collections of movies, books-on-tape/CD, music, and software to serve the needs of students, children, families, adults, and seniors.

Magazines and Newspapers will be selected to support the interests of the community with minimal back-files kept because of the availability of extensive electronic back-files.

Large Print Materials will be provided to serve the needs of visually impaired readers. The collection will include current copies of popular titles and genre fiction and general interest non-fiction.

Children's Materials will include picture books and easy readers to support reading readiness and the development of a love of reading. A good selection of fiction in paperback and hardback including both award winning titles and popular series will be provided. Children's non-fiction collection will cover all topics with an emphasis on formal curriculum support.

Electronic Resources will be important for the Library for North Natomas, because it is co-located with a high school and community college and also serves the needs of all students throughout the service area.

Current Sacramento Public Library Electronic Databases

ANCESTRYPLUS ONLINE source of information for conducting genealogical and local history research. Included in AncestryPlus are the digitized images of the US Federal Census from 1790 forward, the American Genealogical Biographical Index, Passenger and Immigration Lists Index, and much more.

BIOGRAPHY AND GENEALOGY MASTER INDEX Index to biographical material in a variety of sources.

BIOGRAPHY RESOURCE CENTER Biographies of individuals from around the world, compiled from Gale Group sources, and full-text articles from periodicals.

BOOKS IN PRINT WITH BOOK REVIEWS Provides publication info for books, audios, and videos, as well as full-text reviews, author bios, awards, and more!

CAREER GUIDANCE ON-LINE Profiles of over 1,800 of today's most popular jobs in more than fifty industries

COLLEGE SOURCE College catalogs online; additional links to the colleges' home pages are available in the library from Internet workstations only, or from home.

EBSCO BUSINESS PERIODICALS & DATABASES Full text coverage of management, economics, finance and much more from regional, national, and international business journals and news sources.

EBSCO EDUCATION & CAREER JOURNALS Full-text coverage of vocational, trade and industry related periodicals, and professional education and library journals.

EBSCO ESPAÑOL Revistas en Inglés con Traductor a Español (English Magazines with Spanish Translation).

EBSCO HEALTH PERIODICALS Traditional and alternative information about health and medicine in consumer-oriented and scholarly magazines, journals and reference publications.

EBSCO NEWSPAPERS, MAGAZINES, & JOURNALS Magazine, journal, and newspaper articles in three databases: MasterFile Premier, Academic Search Premier, and Newspaper Source. Search them individually or in combination; articles may be viewed, printed, and/or e-mailed.

EBSCO REFERENCE SOURCES Includes the Encyclopedia of Animals, Funk & Wagnall's New World Encyclopedia, and MasterFile Premier, which contains articles and 300+ reference books, primary source documents, photos, maps, and flags.

EBSCO STUDENTS RESOURCES

Grades 3 - 6

In addition to articles in selected children's magazines, students will find maps, flags, and a dictionary wrapped up in a graphical "Searchasaurus" interface. The Encyclopedia of Animals and the Funk & Wagnall New World Encyclopedia are also included.

Grades 7-12

Selected especially for students, magazine databases and other reference sources give middle and high school students their own resources for homework and research. Articles, biographies, images, primary source documents, an encyclopedia and more are included in this section.

EBSCO SUBJECT COLLECTIONS Magazines and journals in the following fields may be searched separately or in combination: computers, law, psychology & behavioral science, religion & philosophy, sociology, and military & government.

GROVE DICTIONARY OF ART A "comprehensive online reference resource for all aspects of the visual arts worldwide from prehistory to the present day."

INFOBEL INTERNET TELEPHONE DIRECTORY We no longer have access to Acxiom InfoBase as of Monday, November 10. You may use Infobel.com, a free Internet telephone directory, instead.

LITERATURE RESOURCE CENTER Biographies, bibliographies, and critical analyses of authors from every age and literary discipline.

LIT FINDER Includes Poem Finder, with over 100,000 full-text poems; Story Finder with stories, explanations, and biographies; and the new Essay Finder, with essays from the 20th century in the humanities and social sciences, as well as biographies and pictures.

MERGENT ONLINE Company data, SEC filings, annual reports, and Factsheets for over 38,000 US and international public companies.

MITCHELL'S ON DEMAND 5 Automotive repair and estimating information, including technical service bulletins and wiring diagrams, for autos manufactured 1983 - 2001, and tune-up and emissions information for older cars and light trucks.

NEWSBANK Presents the text of twelve California newspapers including the Sacramento Bee, San Francisco Chronicle, and Los Angeles Times, and twelve major newspapers from other states. Most include issues back to the mid-1980s. Access to eight of these papers (but not the Sacramento Bee) is now available from home for the first time with a library card number!

NOVELIST Your guide to fiction: besides locating books to read, users can learn more about books and authors through Feature Articles, Book Discussion Guides, and BookTalks.

NOVELIST K - 8 Student-friendly fiction database covers 38,000 titles selected for grades K-8, as well as full text book reviews and teacher resources.

REFERENCE USA Contains detailed information on more than 12 million U.S. businesses. Patrons may download up to 50 records at a time from library computers, or up to 5 records at a time from home or work. (If you are asked for a user-id and password instead of your library card number, try disabling your security software's privacy controls.)

Current American River College Library Electronic Databases

General Databases

INFOTRAC- EXPANDED ACADEMIC ASAP Combines a wide range of indexing, abstracts and full-text articles for scholarly journals and general interest magazines in all academic disciplines

PROQUEST RESEARCH LIBRARY COMPLETE A general research database, this research library offers access to scholarly full-text journals in a wide range of popular subject areas such as business, education, literature, political science, and psychology.

CQ RESEARCHER CQ stands for Congressional Quarterly. This is a high-quality, full-text database that provides detailed coverage of hot topics or contemporary issues including background, a chronology, current trends, related topics and a bibliography for further research.

OPPOSING VIEWPOINTS Access viewpoint articles, topic overviews, statistics, primary documents, links to websites, and full-text magazine and newspaper articles all in one location. Gale's "Great Debate" site draws on the current social issues series published by Greenhaven Press, which is in the ARC library book collection.

Newspaper Databases

PROQUEST NEWSPAPERS Offers coverage of five national newspapers: The New York Times, Wall Street Journal, Washington Post, Los Angeles Times and Christian Science Monitor.

NEWSBANK Provides access to regional newspapers in California: the Sacramento Bee, the San Francisco Chronicle, Los Angeles Times, San Jose Mercury, Contra Costa Newspapers, Fresno Bee, and The Press Democrat.

Special Sources, Information, and Articles

ACCESS SCIENCE Drawing from the McGraw-Hill Encyclopedia of Science and Technology, Access Science includes recent research developments, biographies of scientists, news, and dictionary terms.

ETHNIC NEWSWATCH Offers full text newspapers, magazines, and journals of the ethnic, minority and native press with news, culture and history. Includes 200 publications of almost 500,000 complete articles published since 1990. Search in both English and Spanish, with titles in both languages and more than 100,000 articles in Spanish.

EUREKA CAREER SOFTWARE—This is a public, not-for-profit subscription database that provides current occupational and educational information to schools, colleges and universities, social agencies and businesses.

LITERATURE RESOURCE CENTER This is the place for literary criticism. You can find biographies, bibliographies, and critical analyses of authors from every age and literary discipline. LRC covers more than 122,000 novelists, poets, essayists, journalists, dramatists, and other writers.

OXFORD REFERENCE ONLINE Over one hundred well-known and impressive dictionaries and reference books are compiled into a single cross-searchable web database that covers a range of subjects: everything from General Reference, Language and Quotations to Science and Medicine, and from Humanities and Social Sciences to Business and Professional.

PROQUEST PSYCHOLOGY JOURNALS Totally full text, this resource includes 301 journal titles from 1987 to the present. Among them are International Journal of Group Psychotherapy and Counseling Psychologist.

COUNTRY WATCH Offers extensive research on specific countries including background information, political and economic conditions, and environmental issues.

Implementation Plan

Sacramento Public Library collection development staff will work with the library's book and materials vendors to develop a strong opening day collection. Once opened, collection development for the library will be the responsibility of branch staff and the collection development staff. Daily inter-branch deliveries of requested materials will be provided to ensure convenient access to items not immediately available at the Library for North Natomas.

Implementation Steps Prior to Opening:

Time Frame	Implementation Step
18 months	<ul style="list-style-type: none"> Collection Development staff working with the planning team develops a timeline for collection activities, select a jobber and begin to compile an opening day collection list.
12 months	<ul style="list-style-type: none"> Collection Development staff begin to place orders for opening day collection – and ensure accuracy of processing.
12-3 months	<ul style="list-style-type: none"> Collection Development staff and new branch manager continually review order list.
3-1 months	<ul style="list-style-type: none"> Collection development taken over by branch staff following existing system-wide practices. Collection delivered and shelved. Daily delivery schedule established.

C. Information Services

The Branch staff will assist library users with their information needs using print and electronic reference resources. Staff will use the reference exchange as an opportunity to instruct users of all ages about how information is located. This will be facilitated by the use of back-to-back flat-panel monitors on the reference/information/youth services desk so patrons can easily observe staff searching techniques. The Reference/Information Service Desk will be staffed during all open hours, and patrons will be able to access system-wide reference services by phone and E-mail.

Library visitors will have access to a well-stocked, highly visible community information center with information on library services, community events, community news, organizations, etc.

Implementation Plan

The needs assessment respondents noted the desire for well-trained staff to provide help finding answers to their day-to-day needs for information. Reference and information services will be provided to all customers during all hours the library is open. The reference collection will be selected to support formal curriculum for students in grades K-14, adult life-long learning, and the general needs of the community. A system-wide telephone reference service provides back-up service for the community, and library staff will explore the provision of on-line reference service via the planned North Natomas Community Intranet.

Implementation Steps Prior to Opening:

Time Frame	Implementation Step
6 months	<ul style="list-style-type: none"> Select, purchase, and process, print and non-print

	reference collection.
3-1 months	<ul style="list-style-type: none"> • Train staff on use of electronic resources. • Familiarize staff with community information. • Train staff for proactive “roving” reference position. • Shelve collection.

D. Study Spaces

The study needs of students of all ages will be addressed through a variety of study spaces to accommodate both group study and quiet individual study.

Group study rooms will also be used for tutoring so that tutors and students of any age can work one-on-one. Each group study room will accommodate up to three users who can study together to collaborate or brainstorm. These rooms will also be used for small meetings and discussions.

Quiet reading and study space will be available in a designated area of the Library for North Natomas, where rules for conduct will require quiet, focused individual study/activity.

All spaces in the group study/tutoring rooms and the quiet study room will be fully wired to accommodate stationary and/or laptop computers.

Implementation Plan

The group study rooms and quiet room will be available for use during all hours the library is open. Preference for reservations may given to Sacramento Public Library Adult Literacy Tutors and Career/College Counselors from Inderkum High School and American River College Natomas Center.

Implementation Steps Prior to Opening:

Time Frame	Implementation Step
12 months	<ul style="list-style-type: none"> • Branch manager and planning team will review furniture order to ensure accuracy.
10 months	<ul style="list-style-type: none"> • Furniture and equipment ordered.
6-3 months	<ul style="list-style-type: none"> • Procedures for booking and/or using rooms developed.
3-1 months	<ul style="list-style-type: none"> • Furniture delivered and installed. • Branch staff begins booking rooms if applicable.

E. Technology-Based Instruction

Two innovative teaching spaces in the Library for North Natomas will be equipped for technology-based instruction for support of formal curricula and lifelong learning for adults and seniors. It is expected that these electronic

classrooms will be used regularly by community library users and by K-8, high school and community college students.

The first is a computer lab and classroom. This separate room will be available on a scheduled basis, and will also function as an open computer lab when not scheduled. Instruction will be scheduled for established classes at the high school and community college level, and for classes to meet the needs of community library patrons including adult and senior lifelong learning. Student classes will be integrated with the school curriculum to emphasize research methods specific to assignments. Community classes will be more general, directed at basic computer skills, updating of computer skills, and practical information literacy skills. Some classes may be scheduled for high school students to tutor/work with community library users to upgrade community user technology skills.

The second technology-based teaching space will be the multi-purpose meeting/program room. This scheduled space will be equipped to receive and to broadcast class instruction via videoconference equipment and a mobile 20-station wireless laptop computer lab. Enrolled students, independent learners and professional groups will use this classroom to attend classes, workshops and seminars.

Younger students in grades K-8 are expected to use the Library for North Natomas heavily after school each weekday. These students will have access to computers and staff assistance for their homework needs. The Computer Lab/Classroom will be used as an open lab during high demand hours, such as after school, providing students with generous access to technology to support their academic work. In addition to access to the computers for document processing and general Internet searching, students will use electronic databases subscribed to by the Library.

Implementation Plan

Technology training is an important component of several of the service goals for the Library for North Natomas. It is a fundamental part of support for formal curricula and support for lifelong learning for adults and seniors.

Implementation Steps Prior to Opening:

Time Frame	Implementation Step
18 months	<ul style="list-style-type: none">• Planning committee to include technology training in master list of activities.
12-6 months	<ul style="list-style-type: none">• Branch Manager to work with partners to determine technology training needs for constituent groups and begin to develop outlines of course content with Sacramento Public Library Technology trainer.
6-1 months	<ul style="list-style-type: none">• Development of course materials.• Staff training.

	<ul style="list-style-type: none"> • Publicity campaign. • Branch Staff to begin bookings.
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F. Programming

The Library for North Natomas will offer regular programs for children, teens and adults in the community.

Programs for children will include regular story times and other reading readiness programs to promote a love of reading and literature. Arts and crafts programs and special events will also be provided.

Broad educational programs will be offered for teens, tailored to this age group's needs and interests such as author talks, open-mike poetry programs, book reading groups, etc. In keeping with the cooperative nature of the joint-use library, programs will be explored that cross-over age lines, such as a book reading group, that can be jointly attended by adults and teens.

Program offerings for adults will be both educational and recreational, and programs of special appeal to older members of the community will be planned.

Programs will be promoted in a variety of ways—through the Community Intranet, the Library's website, the Library Community Information Center, with fliers, through school handouts, and on the Library for North Natomas's exterior events sign.

Sample programs might include:

- Story times for toddlers and parents/caregivers;
- Story times for pre-schoolers;
- Summer reading programs;
- Arts and crafts programs for children, teens and adults;
- Poetry readings;
- Author visits;
- Current events programs;
- Book discussion groups;
- Literacy events to promote reading;
- School District-sponsored programs; and
- Lectures and interactive programs on subjects of interest to the community.

Implementation Plan

Programming at the Library for North Natomas will be coordinated with Sacramento Public Library's system-wide programming efforts to maximize staff resources. Programs will be publicized in the library, the community, in

schools, and via the planned North Natomas Community Intranet. Programs will be scheduled to meet the needs of a wide spectrum of community members.

Implementation Steps Prior to Opening:

Time Frame	Implementation Step
18 months	<ul style="list-style-type: none"> • Planning team will include initial programming activities in timeline of activities.
12 months	<ul style="list-style-type: none"> • Branch manager develops overall program plan for library.
6-3 months	<ul style="list-style-type: none"> • Branch staff work with Branch Manager to develop a calendar of weekly and monthly programs offered
3-1 months	<ul style="list-style-type: none"> • Branch staff works with Community Relations Coordinator to develop advertising campaign. • Branch staff prepares for programs.

G. Career/Scholarship Center

The Library for North Natomas will have a Career and Scholarship Center to provide information and guidance on these topics for students of Inderkum High School and American River College Natomas Center, and students and adults from throughout the North Natomas community.

Implementation Plan

The Career and Scholarship Center will provide print and electronic materials on the topics of career choices, college information, and scholarship information for all interested users. A qualified guidance counselor from the American River College Natomas Center will provide on-site career and scholarship assistance to students and the public and will staff the Center during regular weekly hours.

Implementation Steps Prior to Opening:

Time Frame	Implementation Step
18 months	<ul style="list-style-type: none"> • Planning committee to include Career and Scholarship on the master list of activities.
12 months	<ul style="list-style-type: none"> • Branch Manager to meet with staff from high school and community college to finalize plans for the Center.
10 months	<ul style="list-style-type: none"> • Branch Manager to ensure the accuracy of furnishing orders for Center.
6 months	<ul style="list-style-type: none"> • Branch Manager to coordinate order for print and electronic resources for the Center.
3-1 months	<ul style="list-style-type: none"> • Branch Manager to work with guidance counselor to set up schedule for on-site assistance, develop appropriate marketing materials, and distribute to local schools and other outlets.

V. Jurisdiction-wide Service

The Library for North Natomas will enable the Sacramento Public Library to effectively meet the library service needs of the North Natomas community as identified in the Community Needs Assessment. Currently, there is no library to effectively meet the needs of this young, rapidly growing, planned community. The Library for North Natomas will benefit greatly from system-wide library services provided by Sacramento Public Library Authority. The Plan of Service for the Library for North Natomas is compatible with the Sacramento Public Library Strategic Plan—*The Library's Future: Master Plan 2000*.

The Sacramento metropolitan area is growing rapidly. To accommodate growth in the Sacramento area, the Sacramento Public Library Authority adopted a Facilities Master Plan in 2000 that calls for seventeen new facilities, including leased facilities, new buildings, or renovated/expanded facilities. Some of these facilities would replace existing buildings and others provide new facilities to underserved areas. In the past 3 years the Sacramento Public Library has completed 5 of the projects - 2 new branches in underserved areas, a co-located joint-use public/school library building and a leased facility, and 3 replacement facilities, 2 of which are new buildings and 1 a leased facility. There remain thirteen new or renovated facility projects to be completed by 2010 to meet library service needs, including construction of 4 new facilities in underserved areas, 5 replacement facilities (including 1 leased facility in the 5 noted as replaced above), and the remodel and expansion of 4 more facilities.

The Sacramento Public Library is a consolidation of the Sacramento City and County Libraries. The City libraries began almost 150 years ago when some of Sacramento's leading citizens, including Leland Stanford, Charles Crocker, C.P. Huntington, and Mark Hopkins, established the Sacramento Library Association in 1857. The first County Library was built in 1908 in Elk Grove, with service provided by the City of Sacramento. From 1919 to 1966, however, the County operated its libraries independently of the City. Beginning in 1966 the City and County libraries began to share the cost of administrative and technical processing services to both library systems. In 1993, the consolidation of the City and County Libraries was completed with the formation of the Sacramento Public Library Authority.

SPL is governed by the Sacramento Public Library Authority Board, with nine members Board consisting of the five County Supervisors and four members of the City Council appointed by the Mayor of the City of Sacramento. This Board determines policy and appoints the Library Director, who is responsible for the Library Authority's operation. Each funding entity is responsible for providing library facilities within its jurisdiction. Some are in leased facilities while others are owned by the local jurisdiction. The North Natomas Library is under City jurisdiction and will be owned by the City.

The Sacramento Public Library operates a Central Library, 25 branch libraries, and 2 bookmobiles to serve residents in the almost 900 square miles of Sacramento City, unincorporated areas of Sacramento County and the cities of

Citrus Heights, Elk Grove, Rancho Cordova, Galt and Isleton. Sacramento Public Library has four types of libraries-Neighborhood Branches, Community Branches, Regional Branches and the Main Library.

- Small geographic areas or larger areas with small service populations are served by small Neighborhood Libraries.
- Larger geographic areas or smaller areas with dense population have Community Branches. Most SPL libraries will be Community Branches, planned to range in size from 15,000 to 20,000 square feet with collections of about 50,000.
- Two Regional Branches, the Carmichael Library and the Martin Luther King Library provide additional resources. These locations are larger than other facilities, and include collections of over 100,000 volumes.
- The Main Library, located in downtown Sacramento, has the largest general collection (325,000), specialized resources, longer hours and extensive programming, both local and system-wide.

The Library for North Natomas will operate as a branch of this large and vital library system. It will provide services that are available at all SPL branches as well as specialized services designed for the North Natomas community.

System-Wide Services and Support Collections

- Access to the extensive circulating collection of SPL. Any of the extensive circulating items listed in the on-line database may be requested by a North Natomas resident and be delivered to the North Natomas Library without charge. A daily delivery links all libraries.
- Rotating collections of materials in languages other than English, particularly Spanish and Russian, to provide new titles for those who are linguistically isolated or prefer to read in their native language. These collections are developed system-wide by the Library's Multi-Cultural services staff.
- Access to specialized collections of SPL. The Central Library has specialized collections of California and Sacramento history, business, government documents, genealogy, printing history and book art, and literature.
- Assistance of Multi-Cultural Services and Collection Development staff in acquisitions of materials.

Reference Service

- Telephone Information System (TELIS) providing telephone reference for the entire library system 63 hours a week over seven days.

- Staff training and development

Special Services

- Homebound Books by Mail for patrons unable to get to the library because of illness or disability.
- The Literacy Services program for adults wanting to improve their reading and writing skills, matching students and tutors from all over the County for one-to-one literacy instruction. The Library for North Natomas will have 3 private Small Group Rooms suitable for literacy tutoring.
- Dial a Book, Dial a Story and Telecuenta telephone storytelling for ages 7-12, 3-6 and Spanish speaking children ages 3-6 respectively

Technology

- Access to the SPL e-Library through the robust Library website www.saclibrary.org
- The Sacramento Public Library currently has use licenses for over 65 databases, most of which can be used by patrons from any computer with Internet access with their library card number and a Patron Identification Number. Patrons use the SPL website to access the on-line catalog, subscription databases, useful Internet links, and to reserve and renew materials. It also has a wealth of information about library services. These e-Library services extend the information available to residents throughout the County, regardless of their local library resources.
- Support from system-wide administrative and support offices for computer maintenance,

Management and Facilities Management

- The North Natomas Library will benefit from the leadership of the SPL management team, consisting of the Library Director, two Deputy Library Directors, the Director of Finance, and the Human Relations Manager.

Other

- Public relations for the Library and its services, including printed informational brochures and flyers for distribution to the public, the maintenance of the EVENTS list of programs throughout the system that can be found on the website, and general publicity campaigns. This staff will assist with the opening materials and events for the North Natomas Library.

- The Sacramento Public Library Foundation supports public/private ventures to enhance library services, providing funds for programs, special collections, and such targeted services as Community Learning Centers and College & Career Centers.
- System-wide program development such as the Summer Reading Program.
- Special programs drawing attendance from all over the County, such as the Winterfest, high quality family entertainment and enrichment on Sunday afternoons at the Central Library.
- Library Borrowers' Help Desk staff assist patrons County-wide with questions regarding over-dues, lost books and library card records

Sacramento Public Library Service Plan

The Plan of Service for the Library for North Natomas is compatible with the Sacramento Public Library Strategic Plan—*The Library's Future: Master Plan 2000*. In the Sacramento Public Library plan, seven strategic directions/goals are identified for the Library jurisdiction.

1. To ensure that residents of our diverse communities have access to high quality library services.
2. To provide exemplary customer service.
3. To be an organization where employees feel valued.
4. To foster a cooperative environment that develops staff potential through training and education.
5. To maximize public and private financial resources and support for the Library.
6. To be a progressive provider of information technology.
7. To define and employ the best methods for all our endeavors.

Roles, goals and objectives included in the Library for North Natomas Plan of Service are in direct support of strategic directions/goals 1, 4, 5, and 6 of the jurisdiction-wide strategic plan, and are indirectly linked to strategic directions/goals 2, 3, and 7.

Joint Use Cooperative Agreement for the Library for North Natomas between Sacramento Public Library Authority, the City of Sacramento, the Los Rios Community College District and the Natomas Unified School District

The joint use agreement focuses on:

- library collections, hours, services, and technology for formal curriculum support;
- the specialized technology training spaces and equipment to be used to provide state of the art technology and technology and information literacy training for students at the high school and college;
- the provision of career, vocational, employment, college, and scholarship information via print and electronic resources with assistance and instruction provided on-site by a regularly scheduled qualified Guidance Counselor from American River College Natomas Center;
- the provision of suitable spaces and technology appropriate for participation in distance learning opportunities for classes, small groups, faculty, and staff;
- the provision of display and exhibit space for student and public art and exhibits in the library facility;
- the provision of community service opportunities for high school students to meet service requirements for graduation and to enhance library services;
- and the commitment to pursue additional joint venture opportunities as they arise, and to seek sources of additional funding to support additional library services.

Further, the Sacramento Public Library Authority commits to working with its partners to the greatest extent possible to assist them in achieving their own organizational goals and mission.

VI. Technology

A. Executive Summary

Community input from surveys, community meetings, focus groups, and stakeholder interviews all noted demand for a high-level of technology, technology services, and technology and information literacy instruction for the “wired” community of North Natomas. Every home in the community and the library itself, will have access to high-speed data services via fiber-optic lines installed as part of the community infrastructure. Community demographics show that residents are well educated, and many have home computers and home Internet access. Further, the *North Natomas Community Plan* calls for the development of a community Intranet.

The Library for North Natomas will have to offer technology that is consistent with what its residents use at school, home, or work, not just to maintain credibility with the community, but to provide for a seamless transition between these areas as residents move throughout their day in the community. This high level of technology, technology services, and technology and information literacy training allows the Library to meet needs identified in the Community Needs Assessment across all age groups. Technology is a key component of formal curriculum support, Information and Reference Services, and Lifelong Learning for Adults and Seniors.

The sixty (60) open public access and OPAC computers, the 36 computer stations in the computer lab/classroom, and the mobile lab with 20 wireless laptop computers, proposed for the Library for North Natomas will provide library users with access to library collections, as well as access to subscription electronic databases provided by Sacramento Public Library, Inderkum High School, and American River College Natomas Center, Internet information, and a variety of software packages mounted on the workstations such as programs for document processing and educational support. Public computers will have time management software installed so that public workstation management can be efficient.

Two specialized technology-based teaching spaces will be included in the Library for North Natomas. They are the Computer Lab/Classroom with thirty-six computer workstations and projection equipment, and the Multi-Purpose Meeting/Program room equipped with videoconference equipment and a mobile 20-station wireless laptop computer lab.

Data access connections will be available in all study and meeting spaces and at virtually any public seat in the Branch to support the use of patron-provided laptop computers and PDA's.

Circulation self-sufficiency will be encouraged through provision of four express-checkout stations—a self-service component that is expected to be adopted quickly by this community.

Staff workspaces will be designed for generous and efficient use of electronic technology to support branch services and operations, both now and in the future. Staffing will include a half-time Library Information Technology Technician to help manage the demanding level of technology in the Library for North Natomas.

The electronic infrastructure of the Library will support current and future technology needs, and will be flexible so that technology change and upgrades can be accommodated. Such changes are anticipated and expected to include system-wide deployment of RFID technology, enhanced wireless connectivity in library spaces, and the expansion of virtual library services.

The Branch will take a leadership role in helping to define the Community Intranet and to use this technology to distribute library information to the service population. In addition to services provided via the Community Intranet, patrons will be able to accomplish much of their own library business within the Library's own web-based system pages—collection searching, holds, renewals, fines, ready reference inquiries, etc.

Integration of Appropriate Electronic Technology

In response to the North Natomas community needs assessment, and in keeping with the Library's system-wide strategic plan, public access to technology will be integral to the services of the Library for North Natomas. Planning for the facility includes sufficient electronic and technology infrastructure to support the use of technology applications now and in future years, with flexibility to accommodate change and upgrades easily

Sacramento Public Library Information Technology Department Mission Statement

The mission of the Information Technology Department is to provide high quality, efficient, cost-effective technology services to the public and staff by coordinating, managing, and supporting the Library's technological infrastructure. Our goal is to meet the Library's strategic goal of being a progressive provider of information technology and insuring that residents of our diverse communities have access to high quality library services.

Community Needs Assessment

The community needs assessment found through surveys, focus groups, meetings, and interviews, that the North Natomas community strongly wants a library that provides the latest in information technology. They want access to a generous number of computers loaded with productivity software and high-speed Internet connections. They want technology training spaces, equipment, and classes. They want to be able to "connect" in the library with their wireless laptops and PDA's. They want on-site and remote access to a full range of library services and electronic resources. They want the library to effectively use technology for the provision of efficient library services including self-service. In response to these demands for the Library for North Natomas, technology will be a fundamental component in the provision of library services to the community of North Natomas and the students and faculty of Inderkum High School and American River College Natomas Center.

Library Plan of Service - Goals

1.Responsive Library Hours, Services, and Collections

Provide open hours, library services, and collections to students and community users that correspond to their preferences and usage patterns.

The library will use technology to allow users to connect with library resources from within the library or off-site, both when the library is open and when it is closed. The library will use technology to accurately track and analyze usage patterns for the building, technology, programs, classes, and collections.

The library will use technology that provides convenient self-use of the library for patrons including convenient catalog stations, patron placed reserves and self-checkout machines to address patron demand for efficient library operations and the facilitation of autonomous use.

2.General Information & Reference Services

Provide general information, reference services, and collections, on-site and remotely, to meet student and community needs for day-to-day information on a broad array of topics related to work, school, and personal life.

The results of stakeholder interviews, surveys, and focus groups showed a strong demand for general information and reference services. The library will make use of various technologies to support this role. The library will have computers, servers, and the network resources to provide access to more than 2,400,000 items and several dozen subscription databases available to patrons from the Sacramento Public Library system and its partners. The electronic resources of the public library, high school library, and community college will be merged into a single point of access. All electronic resources belonging to each partner will be available to library users within the branch. To the fullest extent possible within the partners' ability to negotiate appropriate licenses, access will also be provided to remote users in the community.

The library system provides back-up telephone reference via a Sacramento Public Library system-wide service, and the Library for North Natomas will explore the provision of web-based reference service to Natomas residents via the planned North Natomas Community Intranet.

3. Reading Readiness

Provide collections, technology, activities, programming, instruction, spaces and qualified staff to assist pre-schoolers and their families/caregivers with reading readiness and reading practice. Promote language/literature exposure and the joy of reading for young children, improve reading readiness and preparation for academic success in primary grades.

The Library for North Natomas will provide four computer stations in the Picture Books & Easy Readers area of the library, each with two seats designed to be jointly used by parents or caregivers and young children, to explore a selection of age appropriate educational software some of which will help to teach reading skills.

4. Formal Curriculum Support and Services

Emphasize collections, in a variety of formats, that directly and indirectly support the curricular needs of K-8, high school, and community college students. Provide appropriately equipped classroom and instructional space for classes, technology instruction, hands on teaching of information literacy concepts and skills, videoconferencing, web-casts, and distance learning for these groups. Provide small-group collaborative workspace and quiet study space for students.

Information technology, and technology and information literacy training, is a vitally important piece of formal curriculum support at the Library for North

Natomas. The library will provide the technology necessary to support up-to-date collections of curriculum-related electronic resources to be used by students at the K-8, high school, and community college level, and provide instruction in the use of library collections, on-line resources, and services for the completion of homework assignments. It will also provide dedicated equipment and expanded electronic collections to support the needs of student and community users who are exploring career options and scholarship availability.

Explore and develop an implementation plan for commercial electronic reserve products for future course reserve services for school and community college resources. Provide a scheduled classroom/computer lab and a multi-purpose room equipped with videoconference equipment to broadcast and receive courses or content and a mobile wireless laptop lab for students and classes K-14.

The library will provide a generous number of computers in the children's, teen, and computer lab areas of the library, along with appropriate staff, to facilitate the completion of homework assignments and, for those students with their own wireless computing devices, the library will provide wireless access at most seating throughout the building.

5. Lifelong Learning for Adults & Seniors

Serve as the primary community resource for the pursuit of self-directed personal growth by providing broad collections, programming, technology, and classes to satisfy intellectual curiosity and development.

The library will focus on the provision of technology equipment and training to support lifelong learning for adults and seniors. The computer stations, wireless connections, productivity software, catalog, databases, computer lab, projection equipment, and videoconference equipment are technology tools to be used by adults and seniors, or as part of library classes or programming for adults and seniors, for lifelong learning.

6. Popular Materials

Ensure that all North Natomas residents have access to a broad selection of print and non-print media that supports the enjoyment of recreational reading/viewing/listening interests, and popular culture.

The library's web-site, catalog, and OPAC's will make it easy for patrons to access popular materials, both those items housed at the Library for North Natomas and those items found throughout the Sacramento Public Library system. Staff from the Reference/Information/Youth Services desk area available at all times to provide patrons with instruction in the use of the OPAC. Back-end technology will allow the library to monitor circulation and reserve lists for popular materials and to maintain the target of having a ratio of one copy for every four reserves.

7. Community Center and Information Commons

Be a community center where people meet to share interests and interact with others in their community by providing; space for community groups to gather, space for community sponsored programs, and space for the display of materials to support the artistic, literary, and cultural interests of the community, and to serve as a physical and virtual clearinghouse for community-based information.

The Computer Lab, Multi-purpose Meeting/Program Room, and the public Lobby/Gallery space will include technology to support the gathering and meeting of community groups. The Lobby/Gallery space is designed to include the technology infrastructure to support technology based exhibits and displays. The computer workstations, wireless connections, mobile laptop lab, projection equipment, and videoconference equipment will allow users to interact with others in the community during meetings or training sessions – and to involve others who are off-site. The library's role in helping to develop the planned North Natomas Community Intranet, and the utilization of this vehicle to provide library and community information will enable the library to function as part of a virtual information commons.

8. Sustainability and Vision

Pursue resources for staff, materials, equipment, technology, and services for the operation of the library to allow it to achieve or exceed its goals and objectives and to grow and develop to meet future needs.

The library will utilize its technology resources such as computer and presentation equipment, network infrastructure, and web-site, to explore and pursue resources to enable the future growth and development of the library's collections, services, and technology.

Technology and Joint Use Cooperative Agreement

The Library for North Natomas Joint Use Agreement with the Natomas Unified School District and the Los Rios Community College District, and the City of Sacramento requires a higher level of technology equipment and services at the library to support formal curriculum, provide technology equipment, instruction, and spaces, and to provide career and scholarship information.

These programs will be supported by the Sacramento Public Library's technology infrastructure. The school district and community college will provide on-site access to all of their subscription databases and work with Sacramento Public Library Information Technology staff to provide seamless access. The community college district will provide specialized electronic career and scholarship information for use by all library patrons.

Technology and Planning in Library Service

The Library for North Natomas will provide 1 open access computer for every 1,042 residents in North Natomas at the projected build-out population of 62,500 people in 2020.

Computers will be deployed in the following manner:

Space		Equipment Type	Units
Open Access Public Computers			
3.1	New Books	stand-up OPAC computer wkstn	1
3.3	Central OPAC Area	sitdown OPAC computer wkstn w/1 seat	8
3.5	General Open Access Computers	sitdown computer wkstn w/ 1 seat	23
3.5	General Open Access Computers	sitdown computer wkstn, ADA compliant	1
3.6	General Collection Circulating Books	stand-up OPAC computer wkstn	2
3.8	General Audiovisual Media	stand-up OPAC computer wkstn	1
3.9	Teen Area	sitdown computer wkstn w/ 1 seat	8
3.9	Teen Area	stand-up OPAC computer wkstn	1
5.1	Open Access Computers for Children	sitdown computer wkstn, w/2 seats	4
5.2	Open Access Computers for Children	sitdown computer wkstn w/1 seat	10
5.3	Children's Non-fiction Books	stand-up OPAC computer wkstn	1
Controlled Access Public Computers			
1.4	Multi-Purpose Meeting/Program Room	Mobile wireless notebook computers lab with storage/charging cart - to be stored in 1.5 A/V control room	20
4.5	Computer Lab/Classroom (scheduled access)	sitdown computer wkstn w/ 1 seat, equipped w/ CD-ROM player & audio earphone jack	36
4.5	Computer Lab/Classroom (scheduled access)	instructor's station w/ computer & projection system console	1
Total public OPAC computers			14
Total public open access/non-OPAC computers			46
Total Computer lab scheduled student workstations			36
Total Mobile Computer Lab laptop workstations			20
Total Public Computers (open and controlled access)			116
1 open access computer for every 1,042 residents at build-out			
1 computer (open & controlled access) for every 539 residents at build-out			

The computers will have scheduling software and print management software installed to facilitate patron use of the devices without staff intermediation. Computers in each area will have access to appropriate numbers of networked peripheral devices such as printers and scanners.

Network Infrastructure

The Sacramento Public Library will provide a sufficiently robust network infrastructure to easily accommodate the technology needs of the Library for North Natomas. The Library for North Natomas will have at least 2 dedicated T-1 lines connecting it directly to the library's centralized network server, and a fiber optic connection to the Community Intranet. The library system is currently exploring point-to-point networking and the deployment of fiber-optic cable between the central servers and branches and expects to utilize this type of equipment in the Library for North Natomas as a part of system-wide upgrades to network infrastructure.

Currently, Sacramento Public Library has a one-year renewable contract for Internet Service with Electric Lightwave Incorporated for a dedicated 6MB DS-3 line to the central site. This service is reviewed annually based on usage and needs and will be upgraded as necessary to support services.

The Sacramento Public Library currently supports 13 network servers for a variety of purposes including web-hosting, the integrated library system, computer reservation software, a staff intra-net, e-mail, etc. All are Win2000 servers with the exception of an HP Alpha 4100 running UNIX64 and hosting the Millennium integrated library system.

The Library for North Natomas will include one router and at least 6 managed switches running two configurations (one for staff machines, and one for public) to provide access to the Sacramento Public Library network.

Staff and Public Computers and Equipment

Staff areas and public spaces will be designed to accommodate high concentrations of technology equipment with generous amounts of power and data drops in each area. Further, the use of raised flooring and/or wireless connectivity will provide flexibility in the future for the deployment of technology.

Most of the reader seats are designated to be laptop ready with either wired or wireless connections to support the use of patron provided equipment. Group Study Rooms and the Quiet Study Room will both be wired.

Due to developments in technology it is recommended that final specifications for technology equipment be reviewed approximately 18 to 12 months before the opening of the library to take advantage of the most recent improvements and the stabilization of emerging technologies.

Implementation Plan

The Library for North Natomas is designed and will be built to the following guidelines:

- The building must include a highly flexible, universal electrical and telecommunications distribution system to support the present and future wiring and cabling needs of the library.
- Provide ample electrical outlets and conduits with Category 6/class E wiring throughout the building. Use Category 6/class E wiring for voice as well as data. All electrical and data outlets must be flush mounted for hazard reduction and flexibility. Provide protective cover plates for live electrical and data outlets.
- Electrical closets, conduits and cable trays should be sized to house wiring and cabling needs for all building systems.
- Keep cabling runs as straight as possible, and locate distribution point(s) so that horizontal cable runs do not exceed 275 feet.
- Plan for both hard-wired and wireless service, so that ceiling areas throughout the building can accommodate wireless transceiver stations.
- Library users need “plug-in” capability for their personal computing devices throughout the building, via a combination of wireless technology and hardwired power/data electrical outlets.
- Both staff and library users are likely to use hand-held wireless devices in the library, so back-of-house areas should include a generous number of electrical outlets to support recharging of equipment batteries.
- Flexibility will be required in order to update and reconfigure equipment over the coming years, both to keep pace with technological developments and to support new service patterns and demands. These needs will best be addressed by raised flooring (such as Walker Duct™, Flexspace Cablefloor™, Nexus/Smed™ or equivalent) or in-plenum power and data drops for additional wireless base stations.
- To avoid electrical interference and malfunctions of sensitive equipment, it is important that power-conditioning equipment and proper grounding be installed to ensure “clean” power to operate computers and library security equipment throughout the building.
- Outlets should be color-coded for voice, data and other systems. In the case of floor outlets it is critical that the electrical design grid be compared to furniture layouts when they become available, and adjusted accordingly, to avoid electrical cords that do not connect under furniture. These cords are unsightly and can present tripping hazards. This will be most critical in concentrated areas of public computing and in the computer lab/classroom.
- To take advantage of continued improvements in network and wireless technology, and to avoid any incompatibilities between the building’s cabling system and the computer equipment to be installed, final cabling specifications should be timed to coincide with final equipment selection—within 12-18 months prior to opening day. This will help

avoid obsolescence problems that might result from specifications completed too early in the project.

- All public computer enabled workstations should permit the use of fixed and portable computing devices. Fixed equipment wires and cables should fit neatly into channels for concealed wire management and should not require workstations to be disassembled for changes/repairs. Workstation panels with generous hollow cores are preferred over conduit style wire management so that wires can run both vertically and horizontally. No wires should be dangling, dragging or exposed.
- The data and power interface between the building and furniture must be easy to use, difficult to damage and tucked away from traffic. Conduit/trays must be sized for at least Category 6/class E (200mbps) wiring. Outlets, to include voice and data, should be located at convenient heights with clear access, and should be color-coded for voice, data and other systems.
- Workstations must be sized to provide a work surface sufficient for the simultaneous use of books, papers and computing equipment, sometimes to include peripheral devices.

Implementation Steps Prior to Opening:

Time Frame	Implementation Step
24 months	<ul style="list-style-type: none"> • Library systems staff to consult with partners and public services administrative staff to provide input to architectural team on technology requirements for building.
18 months	<ul style="list-style-type: none"> • Planning committee to incorporate technology activities into master timeline. • Planning committee to review technology guidelines for currency.
12 months	<ul style="list-style-type: none"> • Furniture specifications finalized and order placed. • Specifications for computer equipment finalized.
6 months	<ul style="list-style-type: none"> • Computer equipment ordered.
3 months	<ul style="list-style-type: none"> • Software licenses ordered.
2 months	<ul style="list-style-type: none"> • Computer equipment installed for public and staff with appropriate software and connections to peripherals.
1 month	<ul style="list-style-type: none"> • Quality control and security testing of network and equipment.

Possible Future Technology

A high level of flexibility is provided through the use of raised floors and/or wireless technology in the building, allowing for simple and relatively inexpensive reconfiguration and upgrading of technology over the coming decades. Sacramento Public Library is closely following emerging library technology trends and will seek to capitalize on technological advances to improve library services at the Library for North Natomas. Possible future technological enhancement prior to, or after, the opening of the Library for North Natomas include:

- The use of RFID technology for automated check-in, check-out, sorting, and inventory control.
- On-line Fine and Fee Payment.
- The use of SMART cards.
- On-line patron registration.
- On-line 24/7 reference service.